

# Service Management Program Fundamentals

Participant Workbook  
IBM Pulse Comes to You  
Goa, India  
April, 2009



- This workbook is for your private use. The information you gather in it will not be shared with other participants
  
- It is intended to give you a self perspective on:
  - What is your organization's current Service Management Capability
  - What role is IT performing in the business
  - What are your organization's key IT objectives for 2009/10
  - How do capabilities, roles and objectives relate to each other
  - What benefits could be realized from developing and executing a Service Management Program in your organization
  
- If you choose you can share your perspective with the IBM Service Management experts at this conference or at a future date



## Session Discussion Topics

- What are the key components of Service Management?
  - What is your organization's current level of Service Management capabilities?
- What roles can IT perform for a business?
  - What role is your organization currently performing?
- What are your organization's key IT Objectives for 2009/10?
  - Do your objectives align with the role the business requires IT to perform?
- How do Service Management capabilities effect the ability to achieve IT Objectives?
  - What effort is required to have Service Management deliver a positive impact on your IT objectives?
- What are the fundamental components of a Service Management Program?
  - Would your organization benefit from developing and executing a Service Management Program?



## Tab-1



## Session Discussion Topics

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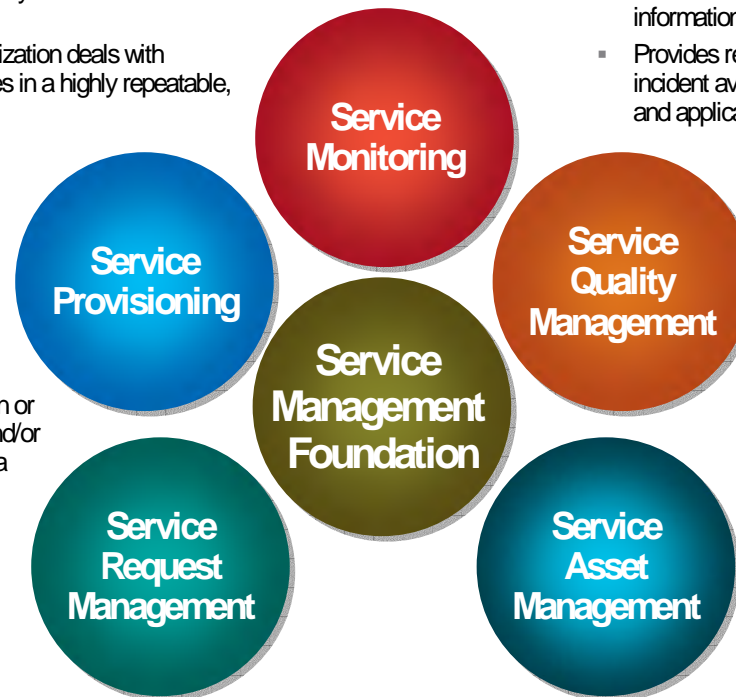
# Through our experiences we have developed a Service Management Reference Architecture that outlines the key implementation areas in developing Service Management capabilities

## Service Management Foundation

- The core elements to establish consistency and control over the operational IT service environment
- Provides a framework for how the organization deals with service outages, disruptions and changes in a highly repeatable, standardized fashion

## Service Monitoring

- Correlation of the reliability, performance and availability of the information system with its business goals
- Provides required capabilities on how an IT organization deals with incident avoidance through end-to-end monitoring of infrastructure and applications



## Service Provisioning

- Establish a service through the allocation or modification of infrastructure capacity and/or operational support as stipulated within a service agreement
- Managing operations that control the behavior of IT service during use

## Service Quality Management

- Constantly monitor and modify processes and technologies while monitoring personnel to improve the quality of services
- The base functionality ensures services are delivered according to associated service levels and problems affecting service availability are identified

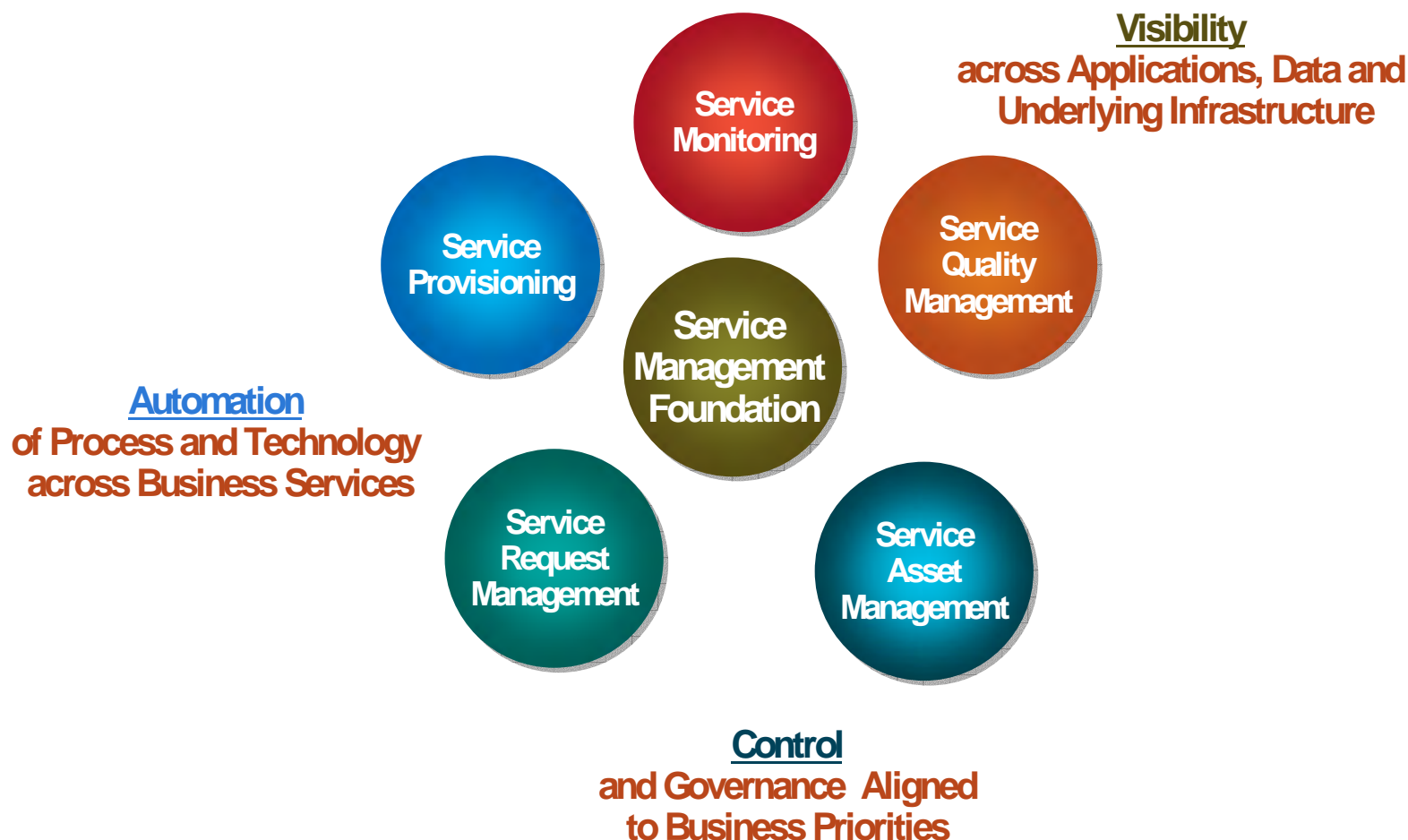
## Service Request Management

- Management of services through the integration of Service Enrollment, Entitlement & Subscription while ensuring the IT infrastructure is managed according to agreed service levels

## Service Asset Management

- Management and delivery of integrated configuration and asset information required for service management. This is focused on establishing a framework for managing service assets in both an operational and financial context

Knowing what is happening in the infrastructure, how it relates to the business, and what actions to take is the basis for a strong Service Management program



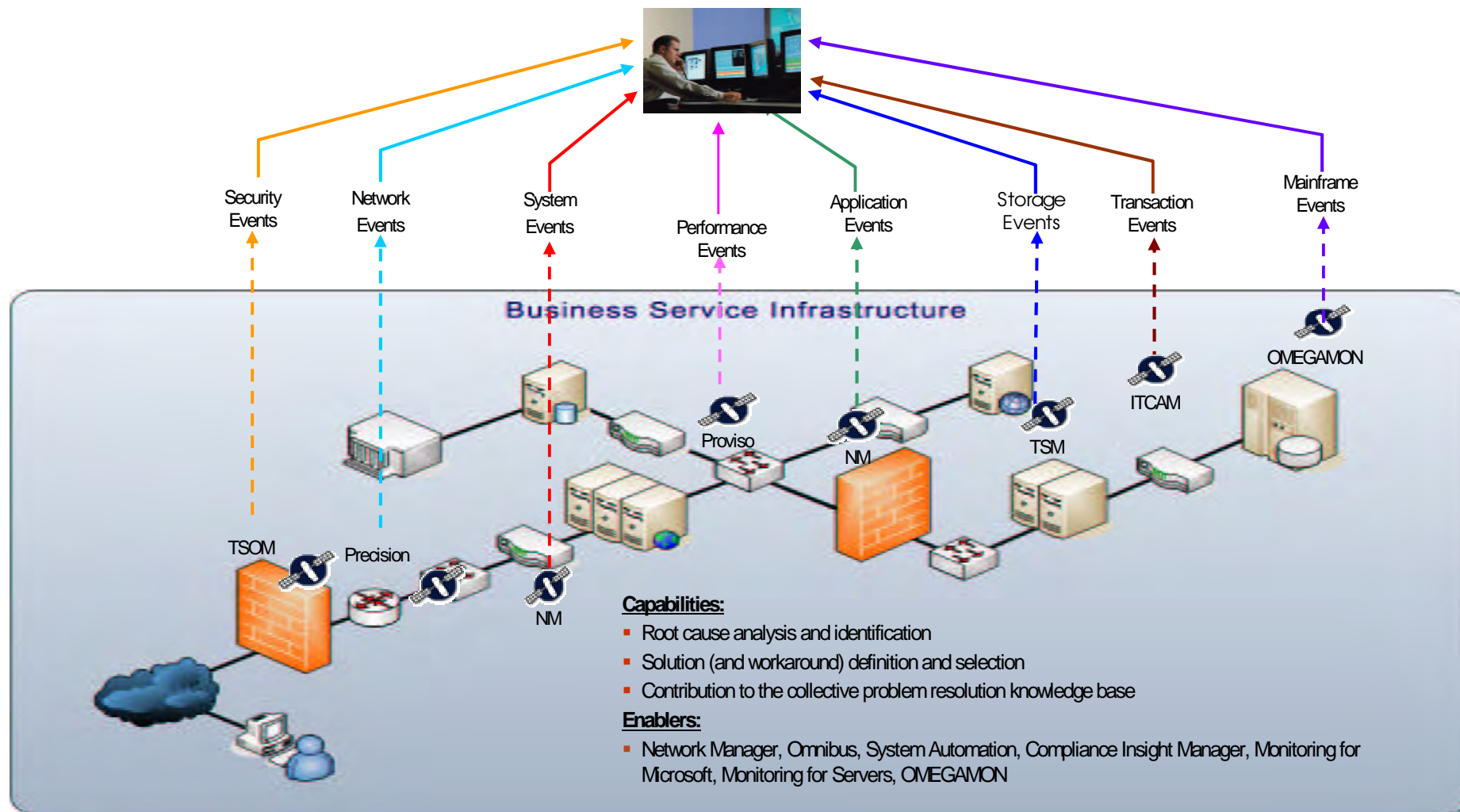


## Monitor Infrastructure Resources

How are infrastructure events affecting services?

### Outcomes:

- Incidents are detected early
- The time between event occurrence and detection is minimized
- Responses to understood faults are started with minimal delay





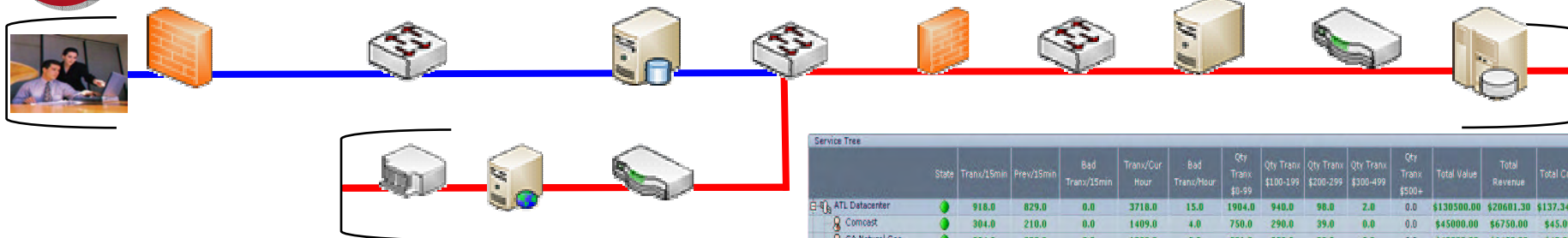


## Understand User Service Experience

How are services meeting business user needs?

### Outcomes:

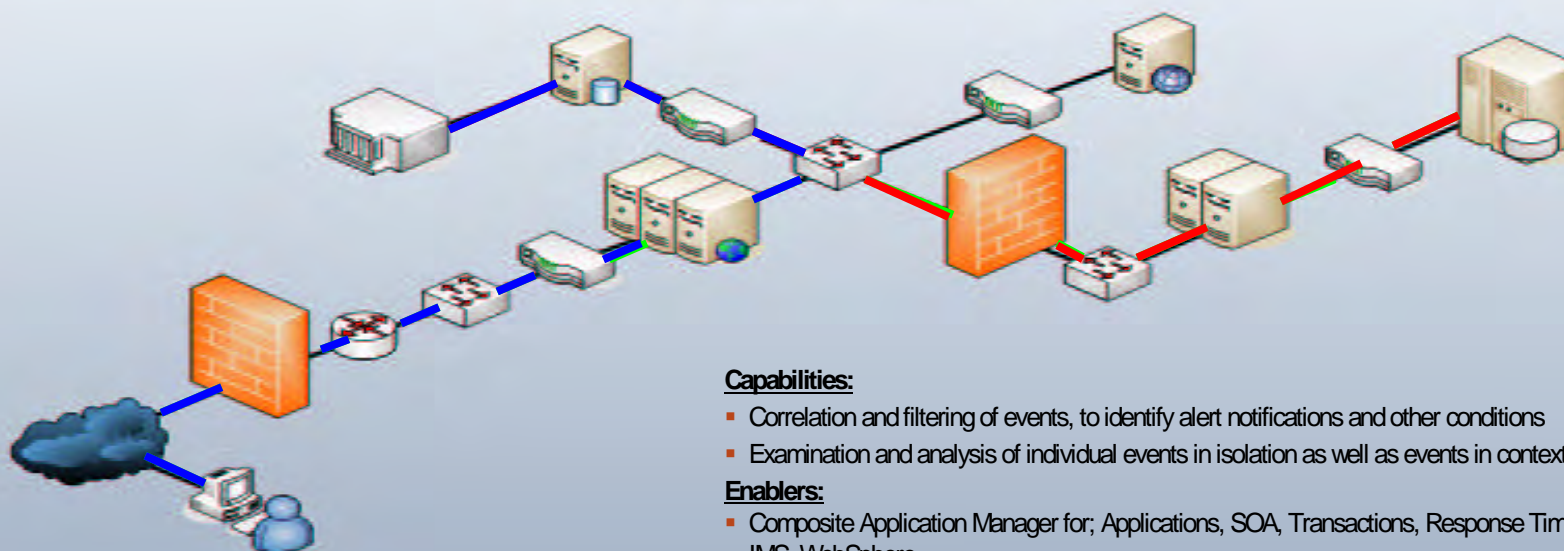
- Service quality is sustained and improved
- Appropriate actions are taken in response to events, in order to resolve without manual response



Transaction Step **Below Baseline Avg.**

State	Trans/15min	Prev/15min	Bad Trans/15min	Trans/Cur Hour	Bad Trans/Hour	Qty Trans \$0-99	Qty Trans \$100-199	Qty Trans \$200-299	Qty Trans \$300-499	Qty Trans \$500+	Total Value	Total Revenue	Total Cost
ATL Datacenter	916.0	829.0	0.0	3718.0	15.0	1904.0	940.0	98.0	2.0	0.0	\$130500.00	\$20601.30	\$137.3410
Comcast	304.0	210.0	0.0	1409.0	4.0	750.0	290.0	39.0	0.0	0.0	\$45000.00	\$6750.00	\$43.00
GA Natural Gas	324.0	299.0	0.0	1209.0	5.0	501.0	350.0	30.0	2.0	0.0	\$43000.00	\$6450.00	\$43.00
GA Power	290.0	320.0	0.0	1100.0	6.0	653.0	300.0	29.0	0.0	0.0	\$42500.00	\$6375.00	\$42.50
LAX Datacenter	1061.0	812.0	0.0	3269.0	13.0	6411.0	1019.0	79.0	3.0	0.0	\$132000.00	\$29531.5490	\$196.8770
City of Los Angeles	339.0	287.0	0.0	1233.0	6.0	1250.0	278.0	28.0	0.0	0.0	\$51000.00	\$7650.00	\$51.00
DirectTV	88.0	250.0	0.0	1002.0	5.0	1750.0	487.0	25.0	0.0	0.0	\$39000.00	\$5850.00	\$39.00
SBC Telephone	34.0	275.0	0.0	1034.0	2.0	3411.0	334.0	26.0	3.0	0.0	\$42000.00	\$6300.00	\$42.00

## Business Service Infrastructure



### Capabilities:

- Correlation and filtering of events, to identify alert notifications and other conditions
- Examination and analysis of individual events in isolation as well as events in context with other events

### Enablers:

- Composite Application Manager for; Applications, SOA, Transactions, Response Time Tracking, CICS, IMS, WebSphere



# Adoption of Service Management Best Practices

<p><b>Discrete IT Silos</b></p> <p>Management focus is availability and performance of siloed technology resources. Management capability is devoted to infrastructure or a particular LoB or application, siloed, geographic or location oriented</p>	<p><b>Partially Integrated IT</b></p> <p>IT Operations is focused on managing applications end to end across the infrastructure. Application availability metrics and application based SLA's drive operations. Development is focused on end to end project management</p>	<p><b>Integrated IT</b></p> <p>IT is focused on full infrastructure, application and service portfolios. Service request as well as infrastructure and application based SLA's drive IT. Improved governance across management domains is required to achieve results</p>	<p><b>Integrated IT &amp; Business</b></p> <p>Business process and business service requirements drive IT operations and development. Governance is required to enable business value oriented behaviour and decision making throughout IT – across all management domains</p>	<p><b>Dynamic Collaboration</b></p> <p>Effective governance across all management domains inside the service provider as well as throughout partners and suppliers with a focus on achieving new business value</p>
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## Circle the level that best represents your organization's current capability

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring	Events are monitored by multiple platform and application tools	Common events are captured and displayed on a central control console	Event Management monitors physical and virtual resources, applications, services and business processes	Event management systems are extended to be aware of partner applications. Impact in availability or performance of partner systems creates service desk tickets	Dynamically provisioned monitoring based on the changing needs of the business
Service Quality Management					
Service Asset Management					
Service Request Management					
Service Provisioning					
Service Management Foundation					



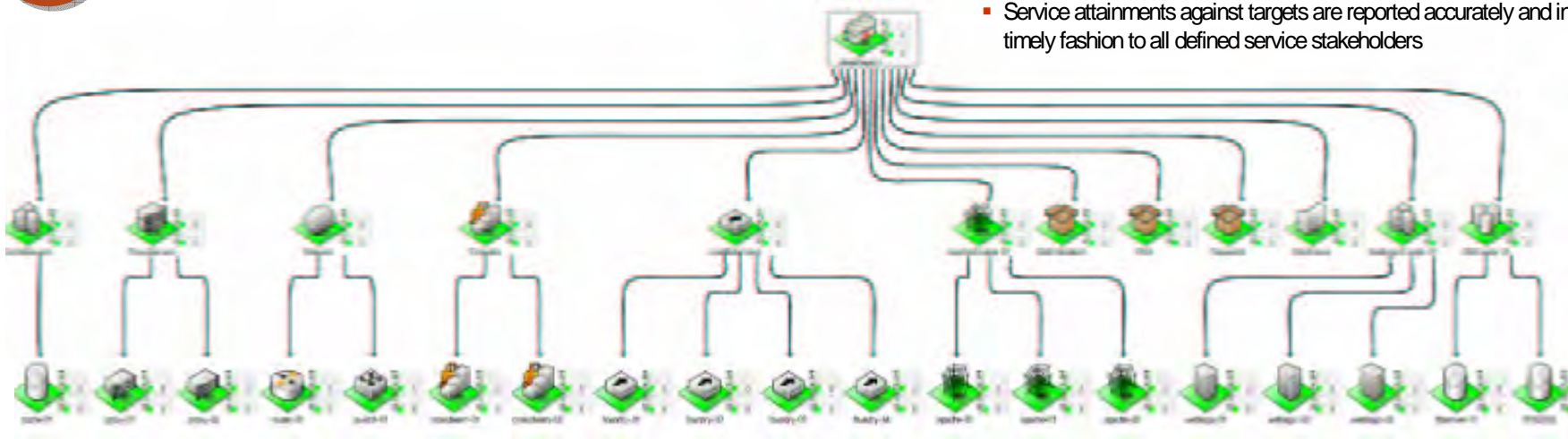


## Provide Business Aligned Dashboards

What is the health of my business and the services that support it?

### Outcomes:

- Consistent level of availability that enables the business to meet its current and future objectives
- Service attainments against targets are reported accurately and in a timely fashion to all defined service stakeholders



## Aligning IT and the Business around a Common Service Model is at the heart of Intelligent Service Views

### Capabilities:

- Providing both real time and historical event information to other IT processes, to facilitate service quality improvement and resource availability
- Providing similar information relating to the automated aspects of business processes for business analysis

### Enablers:

- Business Service Manager, Service Level Advisor, Netcool Impact, Service Quality Manager, Customer Experience Manager, Netcool Performance Manager. Omnibus



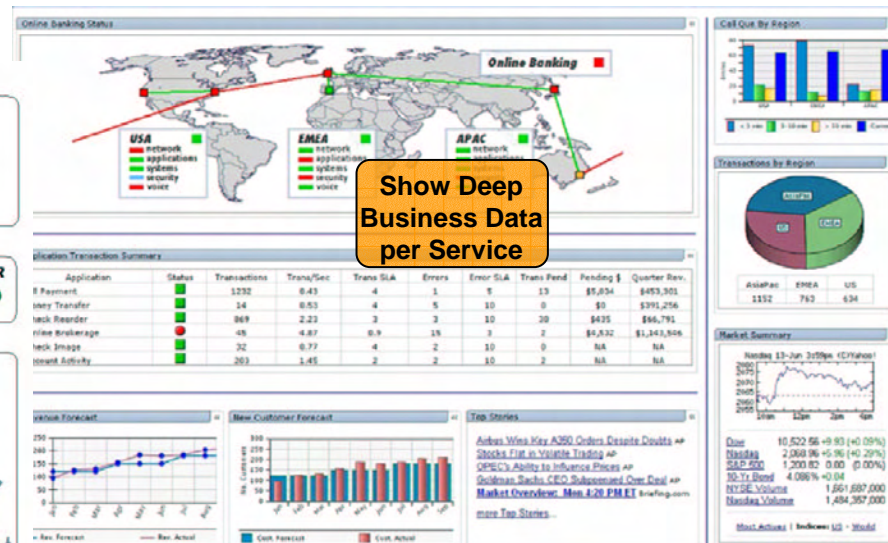
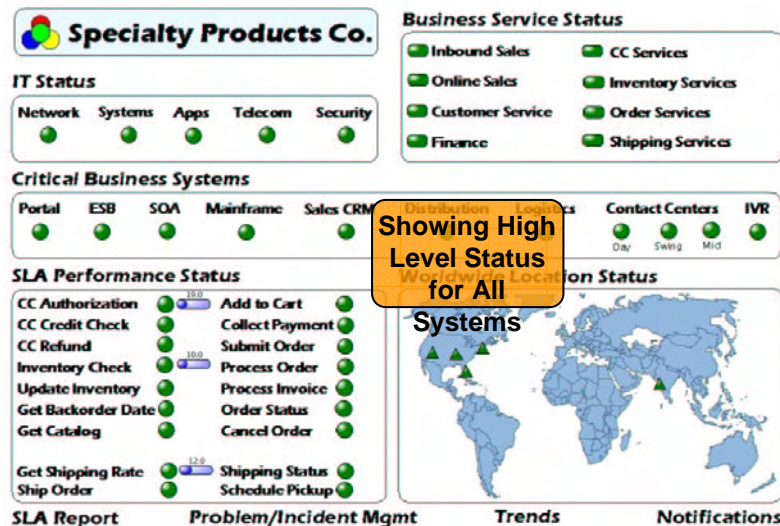


## Provide Business Aligned Dashboards

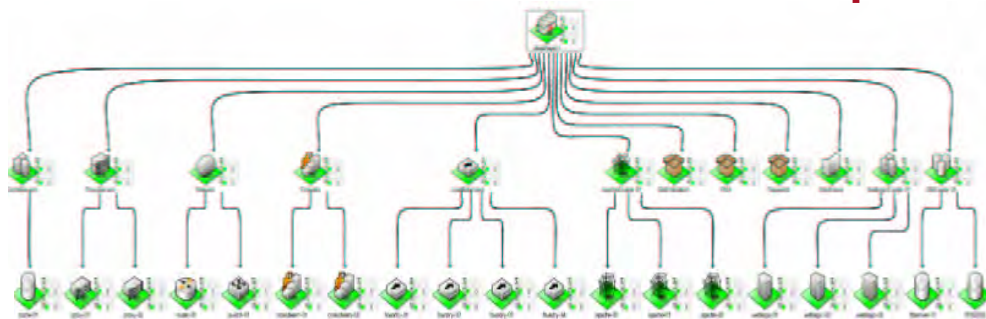
What is the health of my business and the services that support it?

### Outcomes:

- Consistent level of availability that enables the business to meet its current and future objectives
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## Executive Dashboards for how End-to-End Services Impact the Business



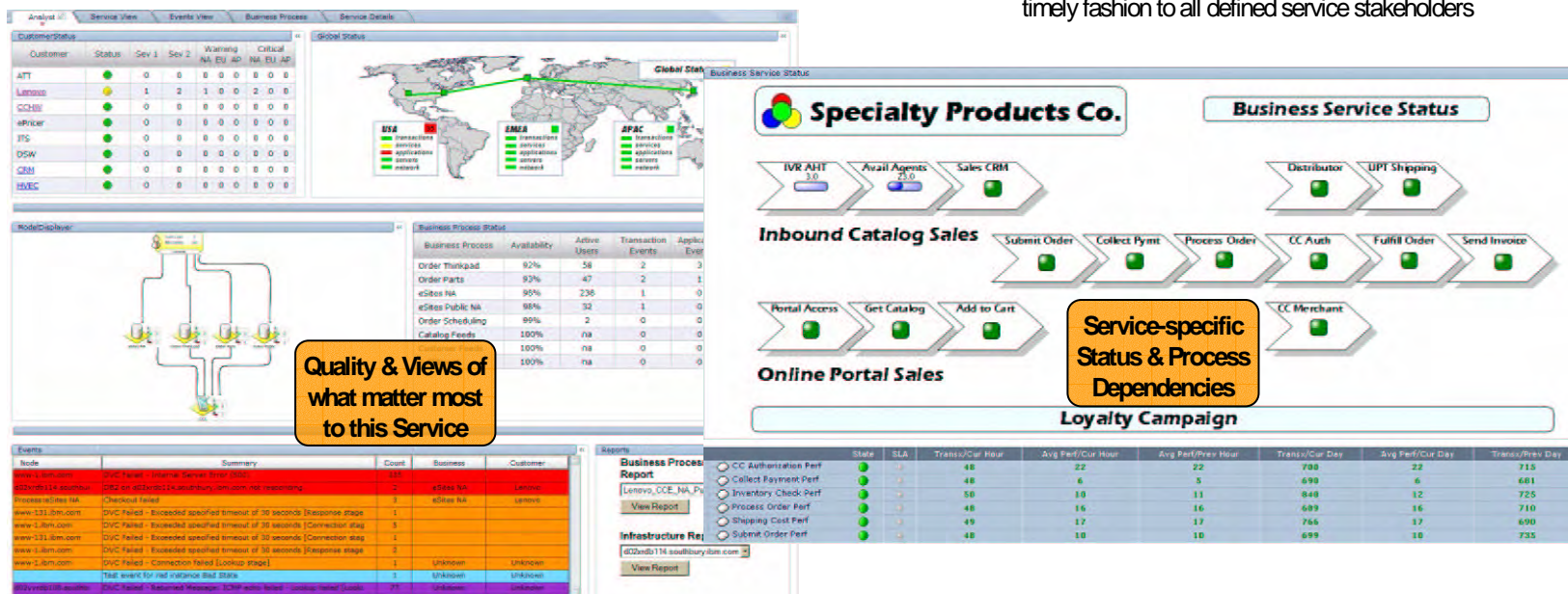
**Service Quality Management**

### Provide Business Aligned Dashboards

What is the health of my business and the services that support it?

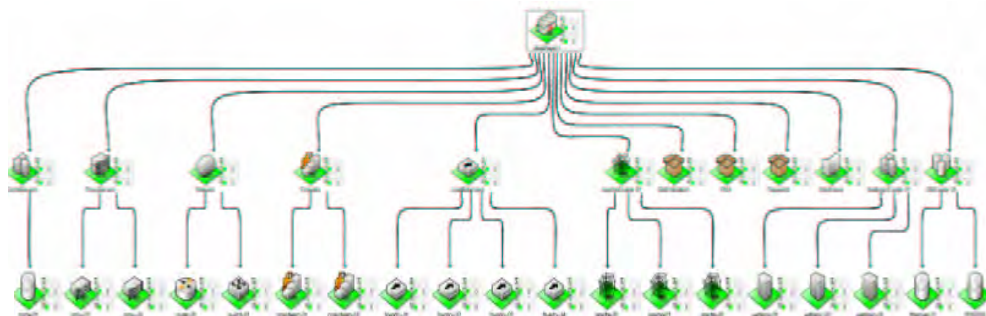
### Outcomes:

- Consistent level of availability that enables the business to meet its current and future objectives
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Quality & Views of what matter most to this Service

Service Manager views on what matters most to quality delivery



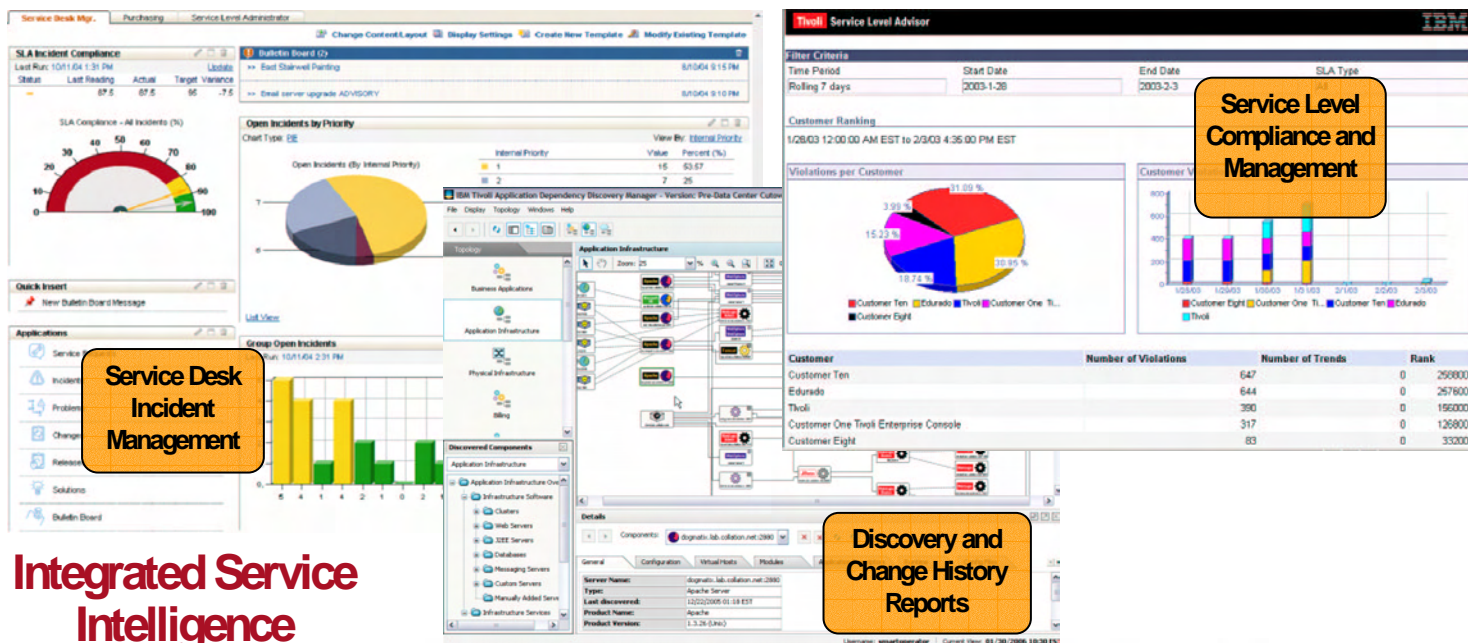


## Provide Business Aligned Dashboards

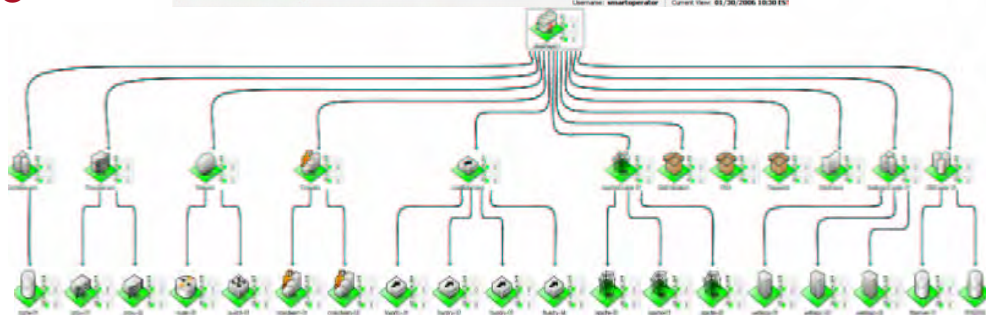
What is the health of my business and the services that support it?

### Outcomes:

- Consistent level of availability that enables the business to meet its current and future objectives
- Service attainments against targets are reported accurately and in a timely fashion to all defined service stakeholders



Integrated Service Intelligence



## Circle the level that best represents your organization's current capability

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
<b>Service Monitoring</b>					
<b>Service Quality Management</b>	Informal documentation exists for the portfolio of services available. Services are provided on a 'best effort' basis	Capacity and Availability monitoring and reporting utilizes common tools across some systems	Capacity and Availability is performed end-to-end with a standard integrated toolset	Capacity and Availability is extended to include monitoring and reporting of partner systems	Service Level, Capacity and Availability are extended to monitor and report on dynamically discovered services
<b>Service Asset Management</b>					
<b>Service Request Management</b>					
<b>Service Provisioning</b>					
<b>Service Management Foundation</b>					





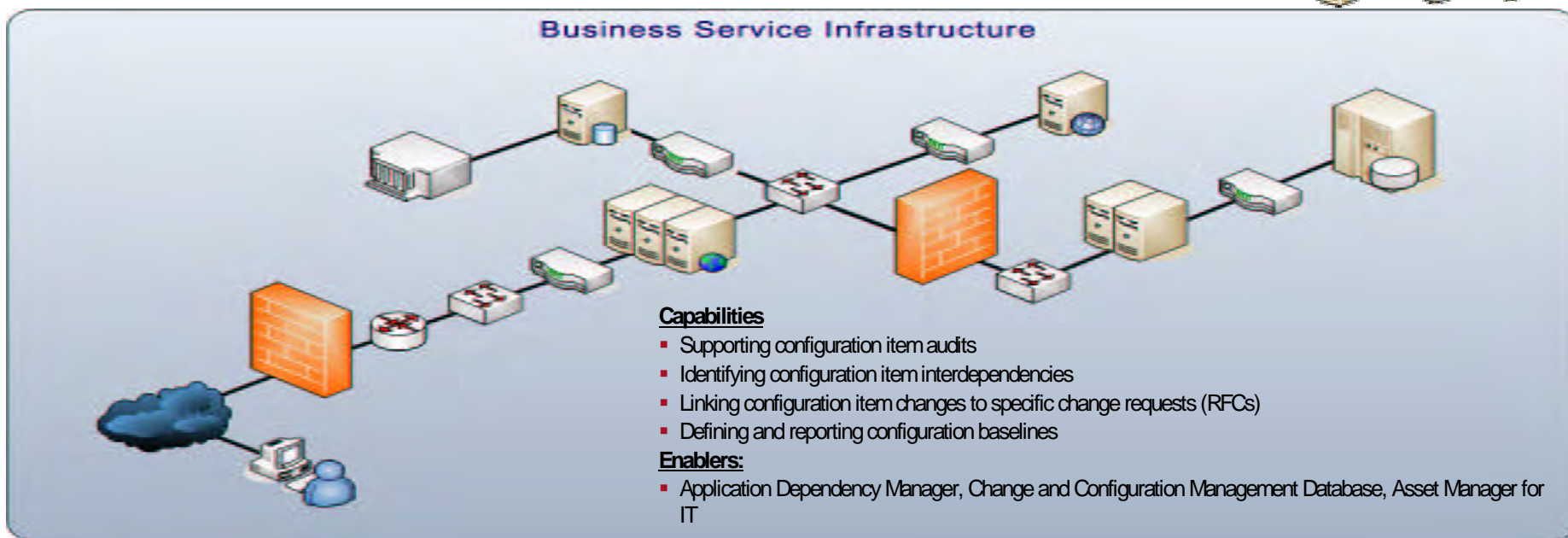
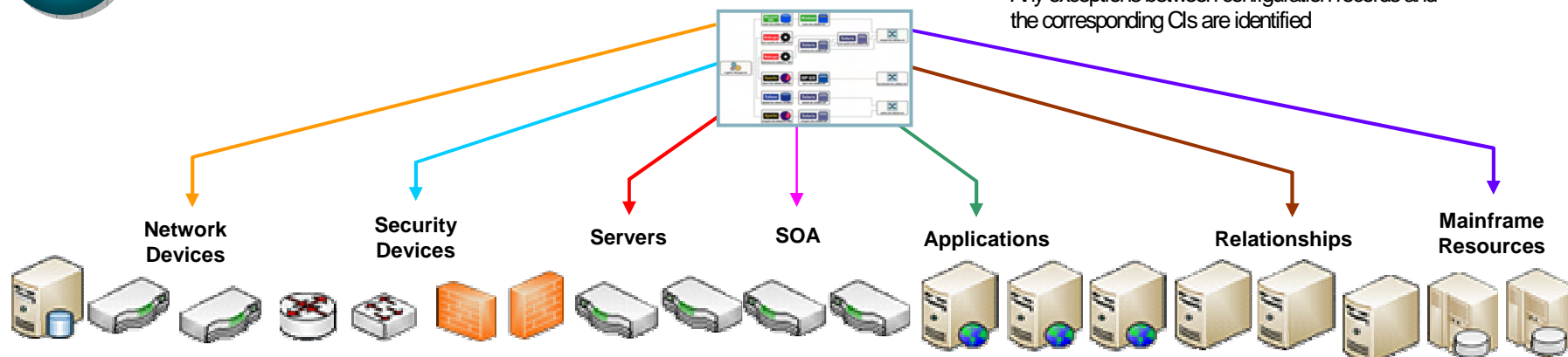


## Map Service Dependencies to Infrastructure

How are resources connected to provide business services?

### Outcomes:

- All configuration items within IT systems and infrastructure are accurately identified and cataloged
- Any exceptions between configuration records and the corresponding CIs are identified





## Manage Risk and Compliance

How is services information integrity ensured?

### Outcomes

- The confidentiality, integrity, and accessibility of information meets agreed requirements
- Regulatory, audit, and other internal compliance is ensured and demonstrated
- The reputation and value of the brand of the businesses that IT serves is protected



### Capabilities:

- Identification of IT security incidents
- Management of supplier and partner access to services and systems Compliance enforcement measures
- Internal and external audit readiness preparations

### Enablers:

- Access Manager, Identity Manager, Security Policy Manager, zSecure, Directory Server, Compliance Insight Manager, License Compliance Manager, Security Information and Event Manager, Security Operations Manager, Enterprise Single Sign On



## Circle the level that best represents your organization's current capability

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
<b>Service Monitoring</b>					
<b>Service Quality Management</b>					
<b>Service Asset Management</b>	Individual repositories of inventory and assets often kept in spreadsheets and not current	Auto-discovery of assets and dependencies in a system connected to procurement and contracts	Dependency data grouped by business service in common repository and managing assets across the full lifecycle	Real-time discovery of IT services and assets, feeding partner system	Costs generated by leveraging dynamically discovered services are charged back to appropriate LOB based on usage
<b>Service Request Management</b>					
<b>Service Provisioning</b>					
<b>Service Management Foundation</b>					





## Fulfill Service Requests

How effectively are requests for services being managed?

### Outcomes:

- Service requests successfully received and processed
- Requests are accurately and appropriately routed to the correct process and correct service provider for handling
- Customers and approved users trust the published service catalog as the authoritative description of the services available to them



### Capabilities:

- Receipt and management of service requests relating to: Incidents, Standard changes, Identity, Access rights, Security service requests, Information, advice, guidance, User satisfaction interactions, Complaints

### Enablers:

- Service Request Manager, Change and Configuration Management Database



## Circle the level that best represents your organization's current capability

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
<b>Service Monitoring</b>					
<b>Service Quality Management</b>					
<b>Service Asset Management</b>					
<b>Service Request Management</b>	Services are discovered, cataloged and used in an informal manner	Some services are cataloged and use a services registry and repository	All services are cataloged using a common services registry and repository with common policy management	The services registry and repository and policy management systems supports services interaction with partners	The service registry and repository along with automated policy management support dynamically discovered services
<b>Service Provisioning</b>					
<b>Service Management Foundation</b>					





## Automate Service Operations

Are activities efficiently executed when delivering business services?

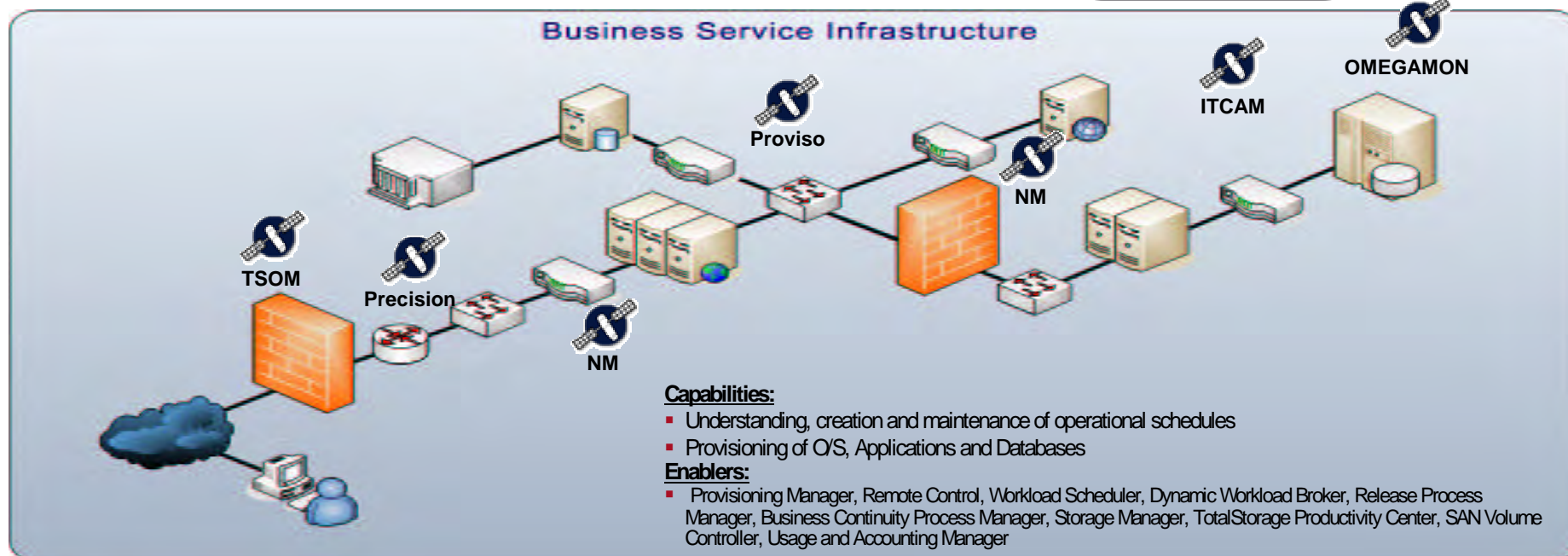
### Outcomes:

- Deployment risks to existing service quality are minimized
- Services are delivered in a reliable, robust, secure, and consistent manner
- Resources are managed effectively and efficiently

### Resource Pool

### Actions

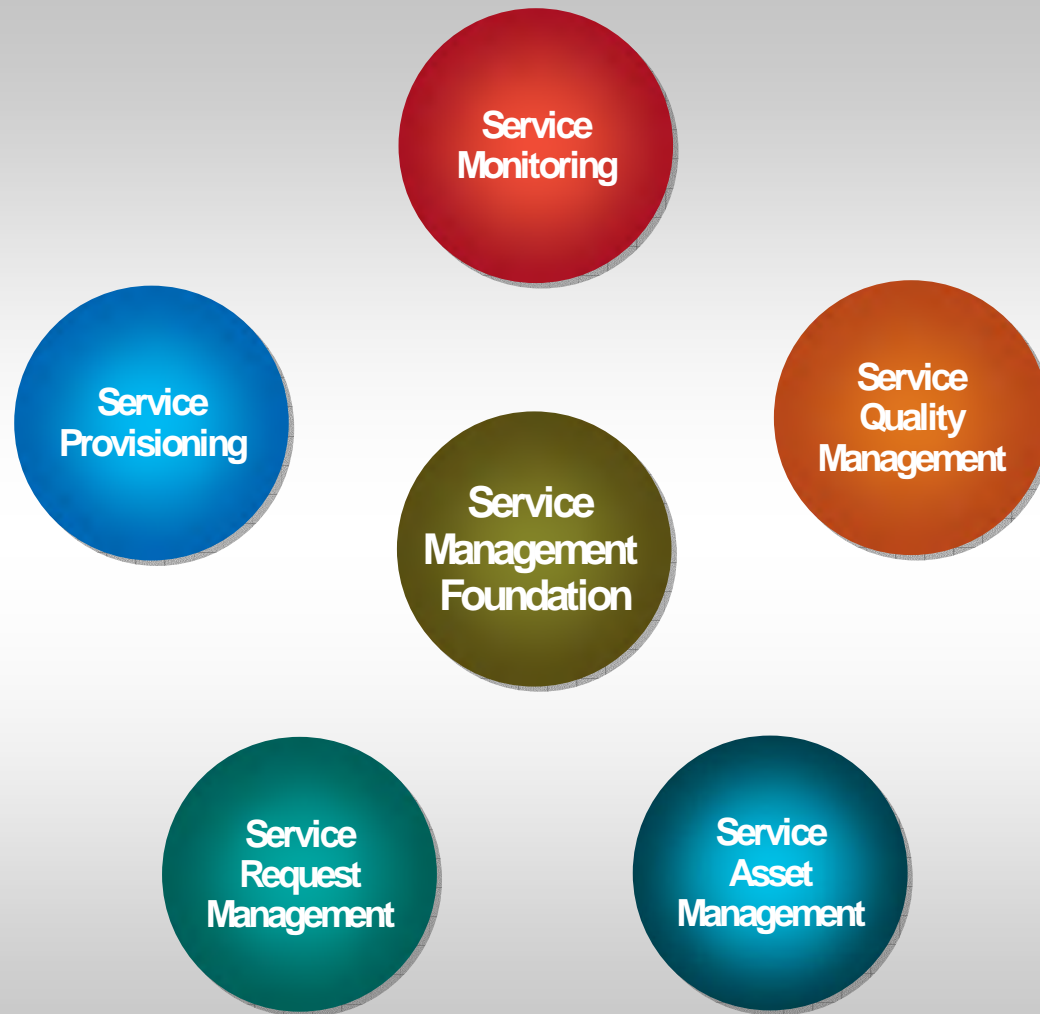
- Increase Server capacity
- Add Redundant Database
- Need WebServer to meet demand
- Manage new resources



## Circle the level that best represents your organization's current capability

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
<b>Service Monitoring</b>					
<b>Service Quality Management</b>					
<b>Service Asset Management</b>					
<b>Service Request Management</b>					
<b>Service Provisioning</b>	IT resources are provisioned and changed manually	IT provisioning steps are defined. Limited automation tools are in place	Automated tools are used to provision and change common IT resources	Changes to resources required for partner interfaces are performed based on mutually agreed service levels	Partner collaboration of services is delivered through automation
<b>Service Management Foundation</b>					







## Manage the Services of IT

Is the IT management running as an integrated system?

### Outcomes:

- All areas of IT are assisted in providing optimized IT end-to-end business services
- Technologies are leveraged for capture, location, and dissemination of knowledge and expertise



### Capabilities:

- Incidents reported by users or discovered within the IT organization by automation or people
- Handling (automatically or with human assistance) of system events that have been identified as incidents by the Event Management process
- Appropriate balance is maintained between the business need to deploy innovation and the need to maintain the stability of IT service

### Enablers:

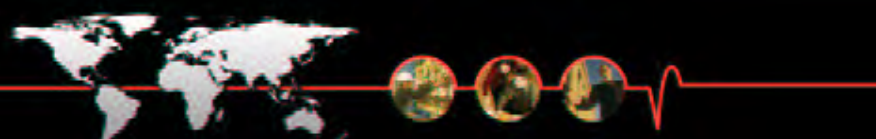
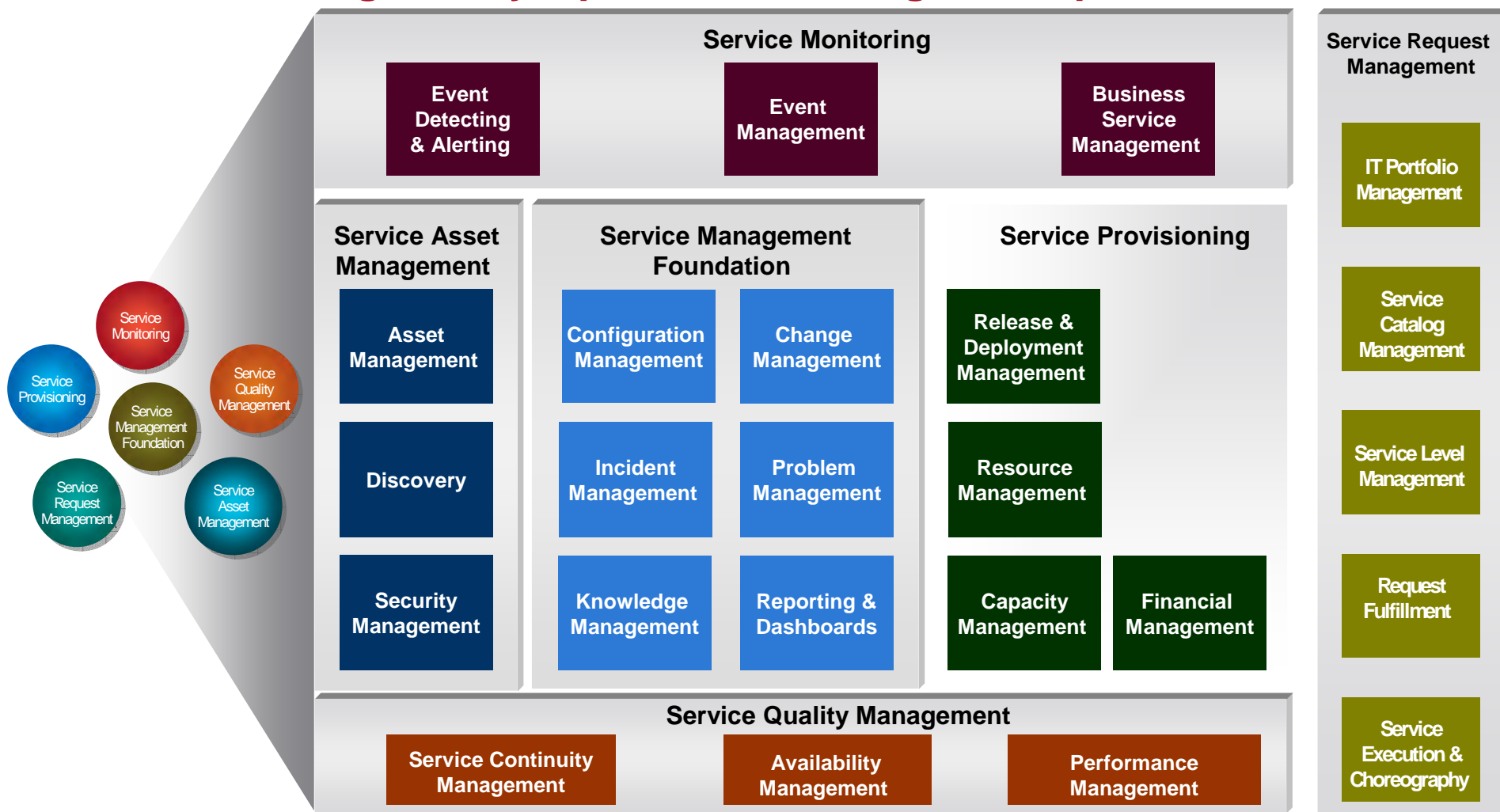
- Service Request Manager, Change and Configuration Management Database, Release Process Manager

## Circle the level that best represents your organization's current capability

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
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<b>Service Quality Management</b>					
<b>Service Asset Management</b>					
<b>Service Request Management</b>					
<b>Service Provisioning</b>					
<b>Service Management Foundation</b>	Informal processes exist. Change requests are informal, Incidents are identified by users	Foundation processes are documented and basic tool integration is present	A unified CMDB is deployed linking Change and Configuration.	Configuration, Incident and Problem information is shared with partners	As dynamic services are discovered the CMDB is updated and services relationship are established



**Our experience has established common groupings of processes and technologies that if designed and implemented together can significantly improve Service Management capabilities**



**Please Turn to Tab 6 and complete the Matrix with each of the levels you have selected to this point**



Refer to Tab 2



## Session Discussion Topics

- What are the key components of Service Management?
  - What is your organization's current level of Service Management capabilities?
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  - **What role is your organization currently performing?**
- What are your organization's key IT Objectives for 2009/10?
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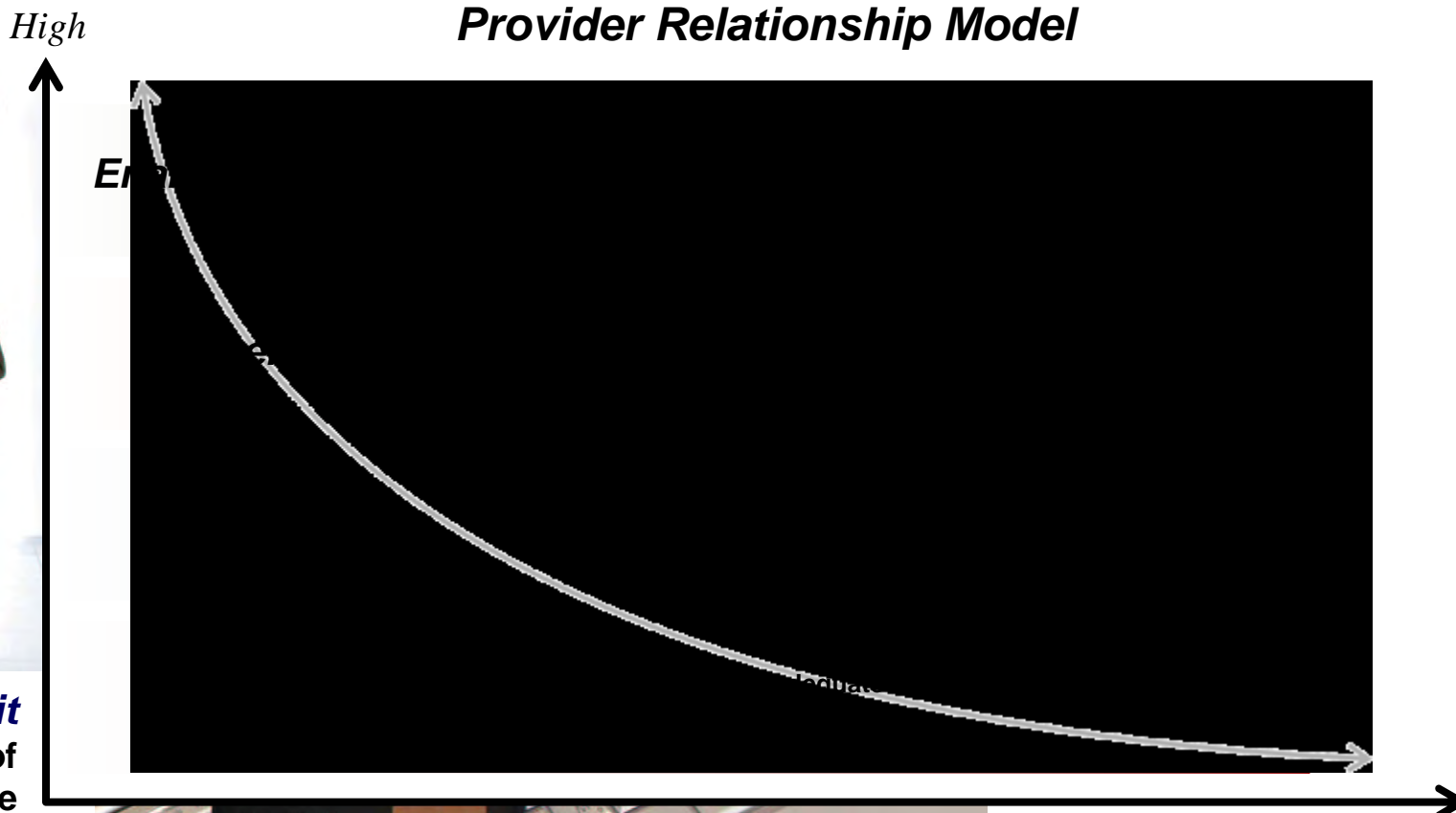
# IBM's Commodity, Utility, Partner, Enabler (CUPE) framework illustrates various relationship models between IT and the business

## Provider Relationship Model



**Benefit**

IT as a driver of Value



**Cost**

IT as a driver of Cost reduction



## The Purpose of the IT / Customer Relationship Profile

- The profile survey indicates the overall attitude towards the IT function within an organization. It is meant to illustrate general characteristics of IT within a company.
- No profile is “Right” or “Wrong” – it is simply a view of how IT is perceived within the organization. The profile provides a useful view of ‘How Much’ Service Management is enough to return a positive impact on IT Objectives.
- For example:
  - A Commodity profile IT provider is unlikely to consider solutions that are considered leading edge, or require an enterprise wide investment and standardization
  - A Partner or Enabler profile IT provider will be looking for solutions that provide the business with flexible, innovative IT solutions, and is more likely to consider leading edge technologies





**Please Turn to Tab 6 and complete the 10 Questions with each answer that best describes your current situation. Once complete, add your selections up for a total score.**



The level of Service Management required to deliver against business objectives is associated to the role IT is providing to the business

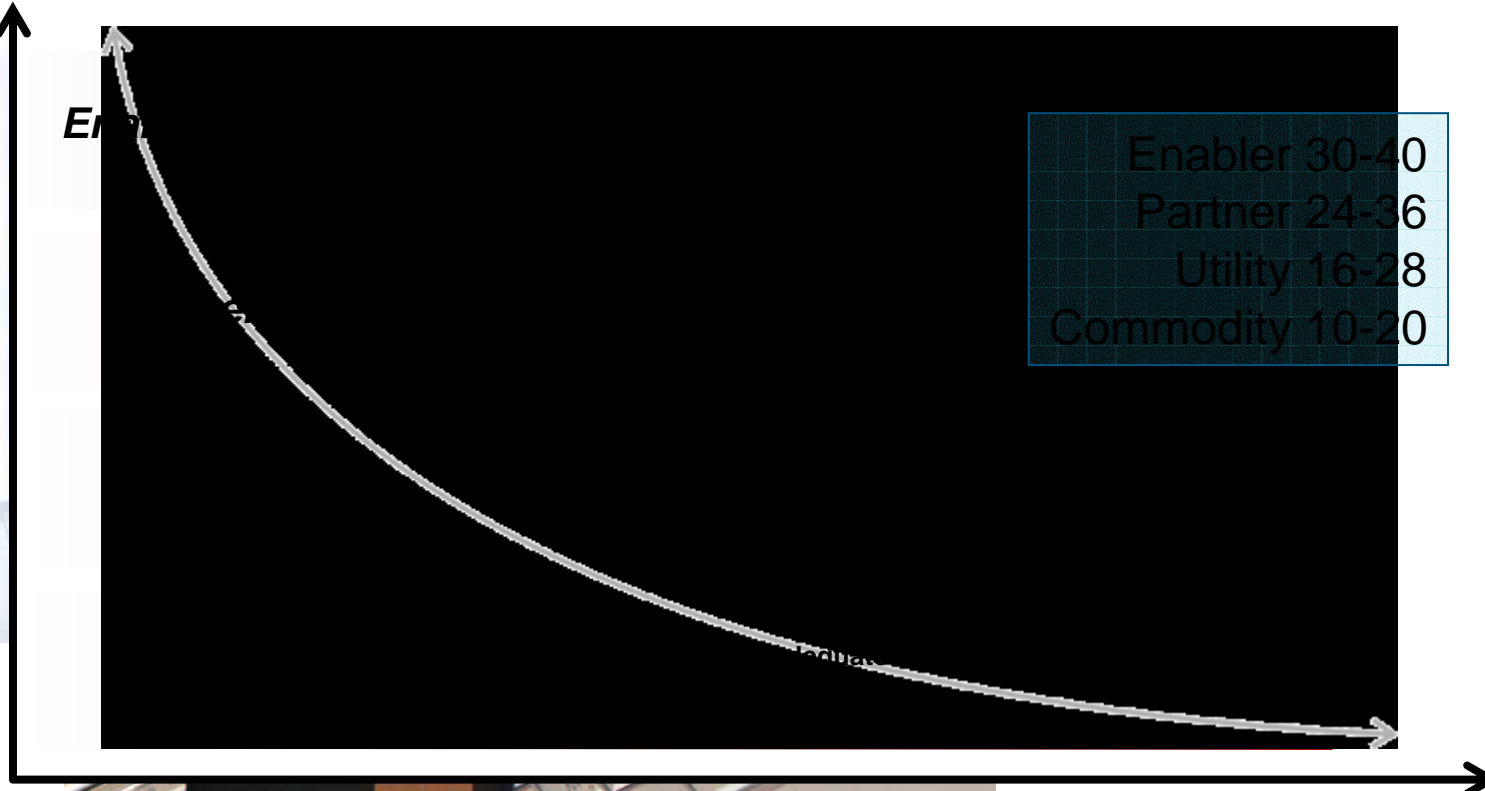
### Provider Relationship Model



**Benefit**

IT as a driver of Value

High



**Cost**

IT as a driver of Cost reduction

High



Refer to Tab 3



## Session Discussion Topics

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**Please Turn to Tab 6 and Identify 4-5 IT Objectives which best align with your organization's focus for 2009/10**



## Alignment of objectives to CUPE profile

Improve efficiency of IT processes to reduce IT costs	<b>C</b>
Simplify IT infrastructure to reduce cost	<b>C</b>
Reduce IT hardware and software acquisition, support and maintenance costs	<b>C</b>
Improved IT infrastructure utilization	<b>C</b>
Implement out-sourcing to reduce IT costs	<b>C</b>
Enhance IT resiliency and security	<b>U</b>
Increase access to IT skills not available in-house	<b>U</b>
Improve quality of IT Help Desk services	<b>U</b>
Faster development and deployment of IT solutions	<b>U</b>
Improved IT service reliability, availability or continuity (Operating in the production environment with fewer failures)	<b>U</b>
Improve speed of response to customer service requests	<b>U</b>
Delivery of IT services in accordance with IT service levels	<b>U</b>

Increase the IT end-user satisfaction, and measure it with agreed SLAs and customer satisfaction surveys	<b>P</b>
Expand use of IT inside the enterprise to improve business effectiveness and speed of action	<b>P</b>
Improve how information is collected, integrated, accessed, and used across the business	<b>P</b>
Increase productivity through elimination of redundancies between business and IT processes and services	<b>P</b>
Increase IT flexibility to meet changing business requirements more dynamically	<b>P</b>
Measure IT value to the business	<b>P</b>
Ensure regulatory compliance of business activities	<b>P</b>
Improved alignment of IT services with business objectives	<b>P</b>
Enhance IT through leading edge technologies	<b>E</b>
Develop new business services utilizing innovative IT solutions	<b>E</b>
Support new, emerging markets using IT as a key component of the customer service or product	<b>E</b>



Refer to Tab-4



## Session Discussion Topics

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  - Would your organization benefit from developing and executing a Service Management Program?





## The level of Service Management capability required varies by the role of IT in the business

- If IT is not delivering a level of Service Management capabilities required it will have a negative impact on attaining IT and business objectives
- When providing the appropriate level of Service Management capabilities, the management of IT can directly contribute to the results of the business
- Depending on the role of IT in the business there can become a point where investing in extensive levels of Service Management capabilities can reach a point of diminishing returns



**For a Commodity Role moving from Discrete IT Silos to a level of positive impact can be achieved in a period as short as 3-9 months**

Commodity	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring	Red	Green	Green	Yellow	Yellow
Service Quality Management	Red	Green	Yellow	Yellow	Yellow
Service Asset Management	Red	Green	Yellow	Yellow	Yellow
Service Request Management	Red	Green	Green	Yellow	Yellow
Service Provisioning Management	Red	Green	Yellow	Yellow	Yellow
Service Foundation Management	Red	Green	Green	Yellow	Yellow



Capability level is having a negative impact on achieving IT / Business Objectives



Capability level is having a positive impact on achieving IT / Business Objectives



Capability level has reached a point of diminishing returns in achieving IT / Business Objectives



The same period of time applies to a Utility Role, although the levels of capability that can increase the positive return are greater

Utility	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring	Red	Light Green	Green	Yellow-Green	Yellow
Service Quality Management	Red	Light Green	Green	Yellow-Green	Yellow
Service Asset Management	Red	Light Green	Green	Yellow-Green	Yellow
Service Request Management	Red	Light Green	Green	Green	Yellow-Green
Service Provisioning Management	Red	Light Green	Green	Yellow-Green	Yellow
Service Foundation Management	Red	Light Green	Green	Yellow-Green	Yellow



Capability level is having a negative impact on achieving IT / Business Objectives



Capability level is having a positive impact on achieving IT / Business Objectives



Capability level has reached a point of diminishing returns in achieving IT / Business Objectives



**For a Partner Role greater levels of capability are required to provide a positive return on objectives and would require 6-18 months to achieve depending on the current capability level**

Partner	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring	Red	Red	Green	Green	Yellow
Service Quality Management	Red	Red	Green	Green	Yellow
Service Asset Management	Red	Red	Green	Green	Yellow
Service Request Management	Red	Red	Green	Green	Green
Service Provisioning Management	Red	Green	Green	Green	Yellow
Service Foundation Management	Red	Red	Green	Green	Yellow



Capability level is having a negative impact on achieving IT / Business Objectives



Capability level is having a positive impact on achieving IT / Business Objectives



Capability level has reached a point of diminishing returns in achieving IT / Business Objectives



## For an Enabler Role the capability levels required are extensive

Enabler	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring	Red	Red	Red	Green	Green
Service Quality Management	Red	Red	Red	Green	Green
Service Asset Management	Red	Red	Red	Green	Green
Service Request Management	Red	Red	Green	Green	Green
Service Provisioning Management	Red	Red	Green	Green	Green
Service Foundation Management	Red	Red	Red	Green	Green



Capability level is having a negative impact on achieving IT / Business Objectives



Capability level is having a positive impact on achieving IT / Business Objectives



Capability level has reached a point of diminishing returns in achieving IT / Business Objectives



**Please Turn to Tab 6 Summary Page**



Refer to Tab 5



## Session Discussion Topics

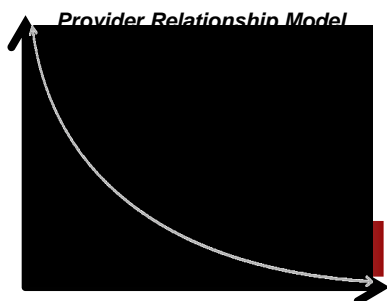
- What are the key components of Service Management?
  - What is your organization's current level of Service Management capabilities?
- What roles can IT perform for a business?
  - What role is your organization currently performing?
- What are your organization's key IT Objectives for 2009/10?
  - Do your objectives align with the role the business requires IT to perform?
- How do Service Management capabilities effect the ability to achieve IT Objectives?
  - What effort is required to have Service Management deliver a positive impact on your IT objectives?
- **What are the fundamental components of a Service Management Program?**
  - **Would your organization benefit from developing and executing a Service Management Program?**





# IBM uses a collaborative approach to better understand objectives and develop a Service Management architecture, implementation roadmaps and Program

## 1. Understand Strategy and Plans



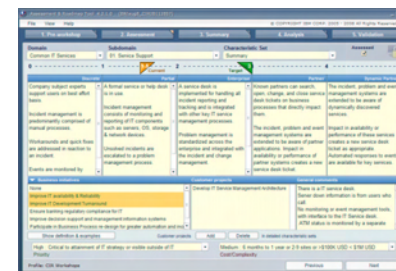
Understand IT and Business Objectives

## 2. Understand Current Capabilities



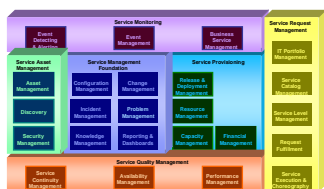
Evaluate Current State to Identify Capability Gaps and Improvements

## 3. Develop Management Vision



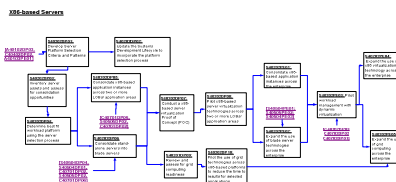
Define Service Management Capabilities required to have achieve objectives

## 4. Identify Solution Architecture



Establish the conceptual architectural framework

## 5. Define Implementation Roadmap



Prioritize and Sequence Design and Implementation Initiatives

## 6. Develop Business Case

A screenshot of a spreadsheet showing financial data for "Current IT Staff Headcount and Salaries" and "Current IT Capital Spending Profile".

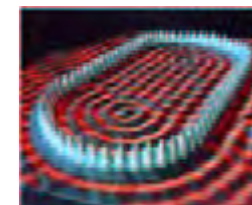
Category	Services	Software	Hardware	Network	Other
Current IT Capital Spending Profile	\$4,200,000	\$8,000,000	\$1,500,000	\$2,000,000	\$1,300,000

Justify Initiatives and Develop Business Case

## In the last 5 years, IBM has invested over \$50 billion to advance Service Management

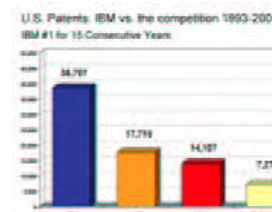
### Investment in our People

- Service management excellence programs to improve understanding and skills
- More than 38,000 customers in 170 countries
- Training and education of over 7,000 practitioners



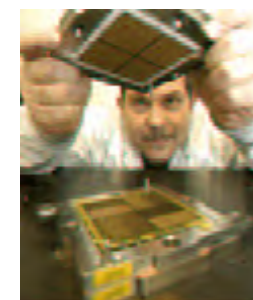
### Investment in Service Management Technology

- \$29Billion, 5-year research and development investment
- \$20Billion in acquisitions of over 60 companies
- 15 consecutive years of patent leadership



### Investment in Service Management Best Practices

- Development, Contribution or Support for best practices and standards—ITIL, COBIT, VAL-IT, eTOM
- Establish robust portfolio shared, collaboratively developed, service management IC assets
- Drive service science into the public sector and academia – improve professional qualifications for service management
- Publish more intellectual capital & open standards



धन्यवाद

Hindi

谢谢

Simplified Chinese

תודה רבה

Hebrew

Спасибо

Russian

Gracias

Spanish

شكراً

Arabic

Thank You

English

Obrigado

Brazilian Portuguese

Grazie

Italian

감사합니다

Korean

Danke

German

Merci

French

நன்றி

Tamil

謝謝

Traditional Chinese

ขอขอบคุณ

Thai

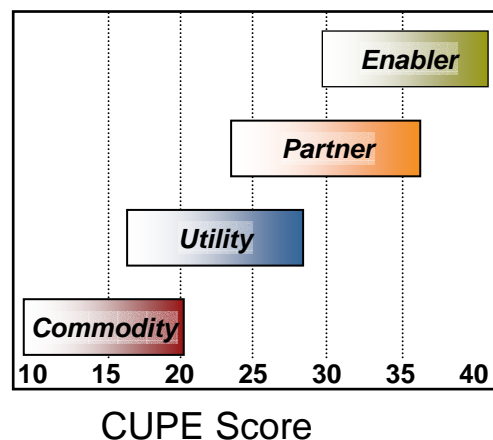


Refer to Tab 6



# Complete this Summary with your Data

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring					
Service Quality Mgmt					
Service Asset Mgmt					
Service Request Mgmt					
Service Provision					
Service Mgmt Foundation					



Commodity

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring					
Service Quality Management					
Service Asset Management					
Service Request Management					
Service Provisioning Management					
Service Foundation Management					

Utility

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring					
Service Quality Management					
Service Asset Management					
Service Request Management					
Service Provisioning Management					
Service Foundation Management					

Partner

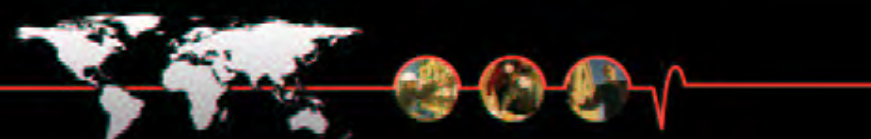
	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring					
Service Quality Management					
Service Asset Management					
Service Request Management					
Service Provisioning Management					
Service Foundation Management					

Enabler

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring					
Service Quality Management					
Service Asset Management					
Service Request Management					
Service Provisioning Management					
Service Foundation Management					

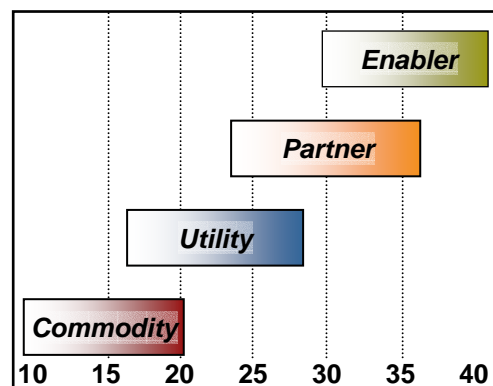
Improve efficiency of IT processes to reduce IT costs	C	
Simplify IT infrastructure to reduce cost	C	
Reduce IT hardware and software acquisition, support and maintenance costs	C	
Improved IT infrastructure utilization	C	
Implement out-sourcing to reduce IT costs	C	
Enhance IT resiliency and security	U	
Increase access to IT skills not available in-house	U	
Improve quality of IT Help Desk services	U	
Faster development and deployment of IT solutions	U	
Improved IT service reliability, availability or continuity (Operating in the production environment with fewer failures)	U	
Improve speed of response to customer service requests	U	
Delivery of IT services in accordance with IT service levels	U	

Increase the IT end-user satisfaction, and measure it with agreed SLAs and customer satisfaction surveys	P	
Expand use of IT inside the enterprise to improve business effectiveness and speed of action	P	
Improve how information is collected, integrated, accessed, and used across the business	P	
Increase productivity through elimination of redundancies between business and IT processes and services	P	
Increase IT flexibility to meet changing business requirements more dynamically	P	
Measure IT value to the business	P	
Ensure regulatory compliance of business activities	P	
Improved alignment of IT services with business objectives	P	
Enhance IT through leading edge technologies	E	
Develop new business services utilizing innovative IT solutions	E	
Support new, emerging markets using IT as a key component of the customer service or product	E	



# Sample Summary

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring		●			
Service Quality Mgmt	●				
Service Asset Mgmt	●				
Service Request Mgmt		●			
Service Provision	●				
Service Mgmt Foundation		●			



CUPE Score 30

Commodity

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring		●			
Service Quality Management	●				
Service Asset Management	●				
Service Request Management		●			
Service Provisioning Management	●				
Service Foundation Management		●			

Utility

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring		●			
Service Quality Management	●				
Service Asset Management	●				
Service Request Management		●			
Service Provisioning Management	●				
Service Foundation Management		●			

Partner

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring		●			
Service Quality Management	●				
Service Asset Management	●				
Service Request Management		●			
Service Provisioning Management	●				
Service Foundation Management		●			

Enabler

	Discrete IT Silos	Partially Integrated IT	Integrated IT	Integrated IT & Business	Dynamic Collaboration
Service Monitoring		●			
Service Quality Management	●				
Service Asset Management	●				
Service Request Management		●			
Service Provisioning Management	●				
Service Foundation Management		●			

Improve efficiency of IT processes to reduce IT costs	C	
Simplify IT infrastructure to reduce cost	C	
Reduce IT hardware and software acquisition, support and maintenance costs	C	
Improved IT infrastructure utilization	C	
Implement out-sourcing to reduce IT costs	C	
Enhance IT resiliency and security	U	
Increase access to IT skills not available in-house	U	
Improve quality of IT Help Desk services	U	
Faster development and deployment of IT solutions	U	
Improved IT service reliability, availability or continuity (Operating in the production environment with fewer failures)	U	
Improve speed of response to customer service requests	U	
Delivery of IT services in accordance with IT service levels	U	X

Increase the IT end-user satisfaction, and measure it with agreed SLAs and customer satisfaction surveys	P	X
Expand use of IT inside the enterprise to improve business effectiveness and speed of action	P	
Improve how information is collected, integrated, accessed, and used across the business	P	
Increase productivity through elimination of redundancies between business and IT processes and services	P	X
Increase IT flexibility to meet changing business requirements more dynamically	P	X
Measure IT value to the business	P	
Ensure regulatory compliance of business activities	P	
Improved alignment of IT services with business objectives	P	
Enhance IT through leading edge technologies	E	
Develop new business services utilizing innovative IT solutions	E	
Support new, emerging markets using IT as a key component of the customer service or product	E	

